

# **UTAH DISABLED VETERANS' OUTREACH PROGRAM AND LOCAL VETERANS' EMPLOYMENT REPRESENTATIVE GRANT MODIFICATION PLAN.**

**Fiscal Year 2005**

October 1, 2004 – September 30, 2005

## **State Veterans' Program Plan Narrative**

### **I. Planning and Coordination:**

#### **A. The projected employment outlook for veterans in the State.**

- 1. Describe the projected employment opportunities for veterans, considering current and prospective employers, including Federal, State and local employers, and in particular Federal contractors and subcontractors.**
- 2. Identify how the hiring and retention of veterans will be promoted among representatives of such employers.**
- 3. Identify the characteristics of the veteran population (including separating military personnel and their spouses) to be served by the public labor exchange and by DVOP and LVER staff respectively.**

Economic growth in Utah is once again in our vocabulary. It's been three years since economic growth was a characteristic of the Utah economy. The most recent national recession impacted Utah negatively. The state's employment count contracted by around 7,000 positions across this time period. In the past, Utah has ridden right over national recessions, continuing to add jobs in the face of national downturns. But this recession Utah did not escape.

Fortunately, employment growth has returned. The Utah economy bottomed out in June 2003. Weak job growth emerged in July, and limped along as such for a few months. Then in December 2003, employment growth climbed above 1.0 percent. As of April 2003, employment growth stands at 1.4 percent and climbing. Employment growth is expected to continue advancing as 2004 progresses, with a slight moderating expected in the latter half of this year.

This employment growth is welcome news considering the environment of the past three years. But historically, it is still an under performing economy. Since

1960, Utah has averaged 3.4 percent employment growth per year. A young and expanding population base, along with unique geographic features that have become entwined into the economic fabric, largely drives this growth. It is projected that Utah will advance toward this level of employment growth over the next several years, but is not expected to reach that level in 2004.

Employment growth, though weaker than historical norms, has a redeeming quality in that the gains are occurring across almost all of Utah's industrial sectors. Even construction and manufacturing are seeing slight employment gains. Only the financial sector appears poised for future employment contractions, but this is not a very large segment of the Utah employment base.

The state's unemployment rate for April stands at 5.0 percent. This is contrasted against the U.S. rate of 5.6 percent. In reality, the Utah rate is probably higher, as revisions to the Utah rate over the past three years have been upward revisions. Utah's unemployment rate is probably close to the national average. The job market is not expected to pick up to any significant degree in 2004 that would result in a drastic lowering of this rate.

The employment outlook for veterans should be the same as the employment outlook for the rest of Utah's labor force at large. Those with education levels of some college schooling or higher stand a better chance of finding employment. The economy will need a more sustained period of improvement before the veteran community with lower skills and attributes make significant inroads into the employment picture.

The Utah Department of Workforce Services will use a team approach in each employment center to ensure that each veteran is offered all employment and training services on a priority basis. The Utah Department of Workforce Services is very proactive in working with employers. Every employment center in the state has a business consultant or an individual that is assigned at least part time to work with employers. In the Central Region there is a business services unit that works with employers. We plan on using all of these resources to work in conjunction with the LVERs to identify employers that will anticipate or have job openings. We will focus on those larger employers that will need more employees and also offer higher salaries and benefits including FCJL employers. Employment Centers located near federal employers have established excellent working relationships with their personnel staff. Business Consultants also work closely with the local community and business development entities to ensure that new employers become aware of the services provided by DWS. The new UWORKS Job Match/Case management system can be used to identify occupations in demand based upon the types of work that veterans are seeking. Using the LVERs and the Business Consultants we will develop the best job opportunities with the best employers that we can find. Hopefully the concentration on larger employers and follow up with the veterans representatives will lead to better retention rates for veterans.

The Utah Department of Workforce Services also has a rapid response team to identify employers that are down sizing and laying off large populations of employees. The rapid response team will refer veterans to the LVERs and DVOPs for appropriate services. Intensive job development and coordination with employers should be effective to move veterans back into the labor force.

We expect that the overall workload in providing services to veterans will increase for the foreseeable future. This is for a number of reasons. First, we expect to see an increase in the number of disabled veterans seeking services because of the large number of soldiers that are being injured in the War on Terrorism. At the same time we expect that the number of National Guardsmen and Reservist that qualify under the Department of Labor definition of a veteran will increase because of the high number of units from Utah that have been called to active duty. We expect that these new veterans will be in need of intensive services because of their combat related experiences and disabilities.

We are also seeing more members of the regular armed forces leaving the military. The stop-loss programs that most branches of the military were using have come to an end. This means that we will have a greater number of soldiers retiring or leaving the military at the end of their enlistments. Most of these troops will be in need of the Transition Assistance Program because they have been out of the civilian labor market for extended periods of time. Most of these retirees that have completed long-term enlistments will have spouses that are in need of intensive services. Many of these individuals will be relocating to Utah. It is imperative that each of these individuals get labor market information relative to the Utah economy.

Finally, the military is encouraging many members of the armed forces to leave the military early. Each branch of the Armed Forces is evaluating which occupational specialties it will need in the near future. Soldiers that don't have these occupational skills are encouraged to leave the military. Many of these soldiers are not fully qualified in a particular occupation and will need additional training to get good jobs.

We are aware of these problems and the need for intensive services. We have pathways in each Employment Center that are designed to identify veterans and spouses and get these individuals to the service provider that is best equipped to help solve their problem.

DVOP staff will case manage veterans with barriers to employment with emphasis on: disabled veterans, homeless veterans, veterans leaving correctional facilities and veterans that are economically and educationally disadvantaged.

Employment centers where LVERs and DVOPs are not stationed will be encouraged to communicate with the nearest DVOP/ LVER for technical

assistance in solving problems for veterans. Difficult problems will be forwarded to the State level for technical assistance and referral to other service providers that have the expertise to solve the specific problem. Networking with all possible service providers will ensure that each veteran will receive the best services possible.

**B. Procedures taken to ensure program integration and coordination in the provision of employment and training services to veterans.**

**1. Explain in specific terms how the State will:**

- a. Ensure that, beyond co-location, Disabled Veterans' Outreach Program (DVOP) specialists and Local Veterans' Employment Representative (LVER) staff and their functions are integrated into the delivery of services to veterans within One-Stop Centers and other locations where mediated labor exchange services are provided.**
- b. Ensure that service provider(s) and their staff work together with DVOP specialists and LVER staff to promote employment, training and placement services and opportunities for veterans through the Workforce Investment Act and other Department of Labor (DOL) funded programs operated throughout the State. The plan should indicate any steps the State will take to ensure collaboration and integration of services among DVOP/LVER staff and other service providers to ensure optimum promotion of the One-Stop services and activities for veterans and other eligible persons seeking jobs or training opportunities.**

In 1996 the Utah State legislature passed House Bill (HB) 375 creating the Department of Workforce Services (DWS). The purpose of this Act was to combine agencies that had similar programs and services in an effort to avoid duplication of services. Five agencies, The Office of Family Support, Department of Employment Security, Office of Job Training, Office of Child Care, and Turning Point now make up DWS. Presently, each Employment Center (EC) is structured using the One-Stop Delivery System concept as outlined in the Workforce Investment Act (WIA). DWS' primary goal is to become the job connecting point for employers and applicants. Its secondary goal is to identify appropriate supportive services for customers, such as training, food stamps, and child-care that will enable them to be successful in their endeavors to become self-sufficient. Each veteran (including the groups identified for special consideration such as service connected disabled veterans, transitioning service members and economically and educationally disadvantaged veterans) will be identified at the initial point of contact and routed to the best resource to provide the needed services. This will ensure that all staff

within the employment center will be part of the team providing services to veterans and only those veterans that are in most need will be referred to the LVERs and DVOPs.

LVER and DVOP staff assigned responsibility for each EC provide individualized counseling, job development, workshops and other employment-related services designed specifically for the needs of veterans.

## **2. Provide a description of:**

**a. How the State makes optimal use of the services and linkages to other service providers in the State to enhance the employability and placement of veterans who seek employment and training-related services.**

**b. The process used by the State to seek out other organizations that provide employment services to veterans and how they will include these entities, through partnership or agreements, as part of its service delivery strategy.**

**c. The level of outreach (including electronic outreach) and partner participation that best enables veterans and eligible persons seeking employment to easily access additional, available employment and training-related services.**

As mentioned above, some of the service providers are part of The Department of Workforce Services (DWS). LVER staff works closely with Federal Contract Job Listing employers. When the DVET finds out about new FCJL employers he sends a letter to the employer and copies to the EC manager and LVER. The letter advises the employer that a representative from DWS will visit the employer to help with their veterans' recruitment efforts.

LVER and DVOP staff works with the Office of Apprenticeship, Training, Employer and Labor Services (OATELS). DVOPs and LVERs will maintain relationships with the Department of Veterans Affairs and the Utah Division of Veterans Affairs to ensure each veteran receives up to date information about the services available through these resources. DWS will continue to aggressively work with other service providers, community based organizations, veteran service organizations, other governmental agencies, and private employers to build better partnerships to provide services to veterans.

Utah is a national leader in its use of electronic systems to provide better services for our citizens. Governor Walker is a strong proponent of this effort. DWS' systems are excellent in providing on line services and information to veterans. Job fairs, Homeless Veterans Stand Downs and

Veterans Information Fairs are three of the outreach tools that we use to inform veterans of services available.

**C. Procedures taken to ensure veterans and other eligible persons are provided employment and training services within the integrated employment service and one-stop delivery system. Particularly:**

**1. Describe the priority of service strategies that ensure maximum efforts by all partners. Including:**

- a. How priority of service will be provided and monitored;**
- b. How veterans are made aware of their priority of service entitlement;**
- c. How SWA staff are made aware of their responsibilities to provide priority of service;**
- d. How veterans are made aware of the special assistance provided by DVOP and LVER staff;**
- e. How the State addresses prioritization of special populations of veterans identified by the Veterans' Employment and Training Service or any additional priority groups of veterans identified by the State.**

During an automated job match, applications of qualified veterans are extracted before non-veterans. The order of priority is as follows, qualified service-connected disabled veterans; qualified eligible veterans; and qualified eligible persons. Priority of service is monitored using the Utah Workforce System (UWORKS). This new Case Management/Job Match System provides two veterans' reports that are used by management and LVER/DVOP staff. One of the reports identifies veterans by EC. The report shows the type of veteran, Special Disabled, Disabled, Regular, Other Eligible, etc; it also shows services provided to each individual veteran and information related to the quality of work application in the system. Some of the information that we can look at is as follows:

Number of times referred to jobs.  
Number of times placed in jobs.  
Whether or not the veteran is case managed.  
Number of times referred for services to other agencies.  
Number of job development contacts.  
Number of job search/job clubs attended.  
Number of tests taken.  
Number of skill codes on work application.  
Number of work registers on work application.  
Number of O\*NET codes on work application.

The other report shows job orders by EC. The report shows how many veterans and non-veterans were referred and how many were placed. It also shows how many times the job order has been searched (this helps monitoring to ensure veterans' preference).

Outreach conducted by DVOP staff will be one of the methods used by DWS to inform veterans of the services provided. Using the DVOPs, DWS will build a strong network to provide information to veterans seeking employment. This network includes out stationing at Department of Veterans Affairs sites, outreach through the Utah Division of Veterans Affairs, homeless shelters, family support at Hill Air Force Base, job and veteran information fairs, and community organizations including the veterans service organizations. We will also use the correspondence utility in UWORKS to communicate with veterans and provide information regarding employment and training opportunities. For those customers with e-mail address, DWS will use this method of contact available through UWORKS.

Over the next few months DWS, in conjunction with the DVET, Dale Brockbank, will create a comprehensive outreach and public relations campaign to ensure that veterans are made aware of the services available through DWS and how Utah provides priority of service. The main focus will be to have all DWS staff work together to deliver this message to veterans.

**2. Identify the services available that maximize the job and training opportunities provided within the One-Stop centers and through other service providers to eligible veterans, transitioning service members, vocational rehabilitation participants and other such groups targeted for special consideration, including difficult to serve veterans and veterans with barriers to employment, including:**

- a. How the above populations are made aware of these services.**
- b. A description of any annual agreements with other service providers, financial or otherwise, for direct services or to coordinate services to the above populations.**

Some of the services available to veterans are:

- 1. WIA Adult funds
- 2. Dislocated Worker funds
- 3. Transition Assistance Program
- 4. Veterans Upward Bound
- 5. Montgomery G.I. Bill
- 6. Apprenticeships

## 7. Job Search Workshops

The veteran population is informed of the services available to them in many different ways including jobs.utah.gov DWS Website), in person visits to our Employment Centers, communication with LVER/DVOP staff, UWORKS correspondence and E-mail.

### **3. The processes employed by the State to maintain, monitor, and assess the success of their accomplishments in relation to their approved State plan.**

Management reviews quarterly reports originated by Veterans' Program Specialist with analysis of data extracted from 9002 series reports, VETS 200 reports, and Veterans Performance Standards report. We also look at the Manager Report on Services to Veterans and explore recommendations made to the manager by LVER staff.

## **D. Outreach, advocacy and promotional activities.**

### **1. Outreach activities and public information that will be used to inform veterans and targeted veteran populations of the services available through the employment service and workforce development system.**

- a. The narrative should outline an outreach strategy detailing the utilization and placement of DVOP and LVER staff to increase the use of their services by targeted populations of veterans and eligible persons.**
- b. Goals and expected outcomes that measure the effectiveness of outreach to veterans, veterans with barriers to employment and other eligible persons according to categories of priority as defined by the Act of 2002 need to be established**

DVOP staff are involved in outreach efforts in order to increase participation among those with barriers to employment such as those who are economically and educationally disadvantaged. Sites include Vocational Rehabilitation and Employment, Veteran's Medical Center, Vet Center, Department of Veterans' Affairs, and Valor House.

LVER staff are involved with Job Fairs and work closely with Business Consultants to develop relationships with employers to promote the hiring of veterans. LVER staff also conduct seminars for employers and job search workshops for veterans. LVER staff are tasked with the facilitation of priority of service in employment, training, and placement services provided to veterans by the staff in the Employment Centers.



The goal of outreach is to locate and provide intensive services to targeted veterans. These veterans are disabled veterans, recently separated veterans, Chapter 31 participants, homeless veterans, veterans that are leaving incarceration, and veterans that are educationally and economically disadvantaged. We will monitor the VETS 200 quarterly reports, Managers Reports, self-evaluations and the on-site review technical assistance guide to ensure that the outreach includes veteran service organizations, community based organizations, other service providers and other sites veterans frequent. In addition we will monitor UWORKS case management files to ensure that target veterans are receiving intensive services.

**2. Advocacy activities that will be used to promote the development of increased hiring opportunities for veterans and eligible persons and how those efforts and resources increase veteran hiring among local employers, government agencies, and federal contractors.**

LVER staff work closely with Business Consultants to develop relationships with local employers, government agencies, and federal contractors (FCJL) to increase hiring opportunities for veterans. In some instances the LVER is part of the Business Consultant unit.

**E. Performance goals for the public labor exchange and for staff associated with this grant. The Department of Labor established National goals for FY 2005 for the public labor exchange. These goals are: Veterans Entered Employment Rate of 58 percent; Veterans Retention Rate of 72 percent; and Disabled Veterans Entered Employment Rate of 52 percent.**

**1. In consultation with the DVET, states are required to establish labor exchange and grant based performance goals. These goals will be established and measured in accordance with the guidance as published in VPL 04-04 and will be identified in the state plan. State Plans should also identify:**

- a. Strategies or steps the State will initiate, with associated time frames and benchmarks, to assist in achieving the National goals and other public labor exchange goals for veterans.**
- b. Strategies or steps the State will initiate, with associated time frames and benchmarks, to assist in achieving the grant based performance goals.**

The Utah Department of Workforce Services has an extensive computer network to capture data on the public labor exchange goals, which contribute to the National goals. Using this network, and the reports that we are able to produce, we will monitor the progress we are making in achieving our goals. Senior Management staff will meet with the Veterans Program Coordinator, Pedro Alvalle, and the VETS State Director, Dale

Brockbank, at least quarterly to evaluate where we are in meeting our goals.

In these meetings we will also look at Managers Reports from the employment centers, self evaluations, the yearly evaluation and the on site technical assistance visits by the State Director to spot check for problems. We will use best practices and a constant improvement model to ensure that every effort is made to solve any problems and work toward making our goals.

The Utah Department of Workforces Service has worked very hard to set up comprehensive roles and responsibilities for the DVOP and LVER programs. We feel very strongly that training each DVOP and LVER will be productive in reaching the program-based goals. In the quarterly meeting mentioned above we will also evaluate the progress in meeting the grant-based goals. Training and technical assistance to the desk level, based upon identifying deficiencies and problems, will be provided on a regular basis. Best practices will be used to assist each employment center where problems are identified. We will use the same constant improvement model to ensure progress toward reaching the goals. Increased monitoring and technical assistance will be used in instances where problems persist.

#### Utah's Proposed VETS Levels of Performance PY04

<b>Registrant Group / Outcome Measure</b>	<b>Pilot States Actual PY2001</b>	<b>Utah Actual PY 2003</b>	<b>Utah Actual 3/31/04</b>	<b>Proposed PY 2004</b>	<b>GPRA/ DOL Goals</b>	<b>Actual National Average PY 2003</b>
All Veterans:						
Entered Employment Rate	58.0%	N/A	56.0%	<b>57.0%</b>	58.0%	N/A
Employment Retention Rate	75.0%	N/A	78.0%	<b>75.0%</b>	72.0%	N/A
Disabled Veterans:						
Entered Employment Rate	54.0%	N/A	49.0%	<b>51.0%</b>	52.0%	N/A
Employment Retention Rate	73.0%	N/A	76.0%	<b>74.0%</b>	N/A	N/A

In addition to the above Levels of Performance Utah and the DVET has negotiated the following Performance Standards:

Performance Standards for all Veterans

Entered Employment Rate following Staff Assisted Services (EER/Staff)-----58.0%

Performance Standards for Disabled Veterans

Entered Employment Rate following Staff Assisted Services (EER/Staff)-----56.0%

LVER Performance Measures

Average of Entered Employment Rate (EER)-----60.0%

Average of All Measures-----65.0%

DVOP Performance Measures

Average of Entered Employment Rate (EER)-----56.0%

Average of All Measures-----61.0%

As other states, Utah has very little reported data for veterans' entered employment and retention measures and relies on local queries of historical data as a basis for consideration. DWS reviewed the rates published in the draft TEGL, for PY 2001 Pilot States and found that a single quarter identified (Q1 of PY2001) was significantly greater than annualized performance. This suggests that negotiation of outcomes based on a single quarter is not reflective of outcomes for the whole year. Additionally, the rates for PY2001 included the three quarters subsequent to Q1 of PY 2001 and show a considerable decline in employment outcomes. Assuming this trend continued into program years 2002 and 2003 due to economic factors, Utah recommends maintaining the Veterans' EER target established last year with the DVET. The goal for retention matches the actual performance of the pilot states. The EER for disabled Veterans is 51.0 percent because actual performance was 49 percent for the report dated March 31, 2004 and was 50.0 percent for PY 2003 using historical data. Fifty-one percent demonstrates the state's desire to improve performance and is well within the margin cited in VPL 4-04. Finally, the retention rate for disabled Veterans exceeds the average of the Pilot states and allows Utah to determine whether or not the single quarter reported for retention is typical of performance for the whole year.

**F. Staff costs or activities not identified as being associated with DVOP or LVER Activities that will be supported by State grant funds.**

**1. How and why staff other than DVOP/LVER staff will be supported by these funds.**

**a. The State's narrative should describe how any types of non-DVOP/LVER staff will be supported by these funds, and should also discuss the locations and number of hours such non-DVOP/LVER staff will perform activities funded by this grant, for such activities as**

**workshop sessions at Transition Assistance Program (TAP) sites or approved Special Initiatives.**

No non – DVOP/LVER staff will be supported by grant funds. The only non – DVOP/LVER staff support costs will be non – DVOP/LVER staff that may receive an incentive award from the Veteran’s E&E Program.

**G. Direct costs, other than Personal Services and Personnel Benefits**

- 1. The State’s narrative should provide a listing of the object class cost categories, as enumerated in the State’s own accounting system, that are included as direct costs other than Personal Services and Personnel Benefits associated with the grant (i.e., all object classes in the State’s own accounting system which comprise the amounts shown on SF-424A, lines 6.c. through 6. h.).**
- 2. The narrative should also describe the rationale for including these costs as direct charges under this grant.**
- 3. A comparison between the relations of costs represented in SF-424A lines 6.c. through 6. h. to the total direct costs of this grant, other than Personal Services and Personnel Benefits, to similar relative non-staff related costs associated with any other grants received from the Department of Labor is to be provided.**

The only object class codes that we will be using that are not personal services or benefits will be In-State Travel, and Other Current Expense (includes codes for Employee Training). In-State Travel will be in support of the goals and objectives of the Vet’s E&T program. The amount of In State Travel budgeted is equal to 0.27% of the Personal Services budgeted total.

**H. Indirect costs differentiated within the grant**

- 1. The State’s narrative should delineate those indirect costs that originate in the State’s department and/or the agency that carries out the State’s grant, and those indirect costs associated with the State’s central governmental services.**

The amount of indirect costs associated with the State’s central governmental services is equivalent to 0.63% of the indirect costs allocated to the DVOP/LVER grant.

**II. Performance Incentive Awards:**

**A. The total amount of funds designated for performance incentive awards.**

- 1. The State’s narrative must identify how the designated one percent (1%) of the total grant funds will be used as performance incentive awards.**

**2. Those States prohibited from using these funds to provide performance and incentive awards must indicate if this is a legal or policy determination.**

The Utah Department of Workforce Services grant award for the LVER and DVOP grant for FY 2004 is projected to be \$1,042,000. Therefore we are setting aside \$10,420.00 for the performance awards and incentives. This new award and incentives program is an addendum to the Utah Department of Workforce Services' award program. One of the most difficult decisions about these awards was about taxes. If an individual gets an award taxes must be taken out. Deducting taxes from the face value of the award makes the award seem less desirable and thus less of an incentive. The Utah Department of Workforce Services made the decision early on, that taxes would be figured and charged to the incentive program but the employee would receive the face value of the award. This makes it more difficult to budget the total cost of the awards program since each employees tax liability is different.

**B. Expected outcomes to be achieved through the State's incentive awards program.**

- 1. The State's narrative must describe the State's incentive award program.**
- 2. How the incentive award system will encourage individuals to achieve excellence in the provision of services to veterans and/or to demonstrate improvement in the delivery of such services.**

The main objective of the performance awards and incentives is to encourage all employees that may provide services to veterans to be more aware of veterans and provide each veteran with outstanding services to improve their employability. The second and equally important goal is to ensure that there is improvement to the overall system of providing services to veterans. All awards will include a written explanation of what happened and how this has improved service to veterans. We will monitor the awards program on a quarterly basis to ensure that the spot awards are being used and that the awards are justified. At the end of each fiscal year the award nominations will be compiled and published in a best practices guide, which will be distributed to all employment centers.

**C. Selection criteria and award process.**

- 1. The State's narrative must describe how awardees will be selected, and the general criteria used for selection.**
- 2. Describe how the award process will consider a broad array of employment and training service delivery staff.**

To ensure that the program is truly effective we have set up two levels of awards. First there will be spot awards available in the amount of \$125.00 to recognize individual accomplishments. There will be 56 of these awards available this fiscal year. Second there will be the Eagle Awards made available each year worth

\$500.00 each. The additional funds will be used to pay the taxes so that the individual will receive the face value of each award. All Eagle Award winners will also receive a plaque or award certificate.

The intent of these awards is to involve all Employment Center staff in improving services to veterans. We acknowledge that Employment Counselors in the Employment Centers may most often deliver regular core services. Therefore the question is not what service is delivered to the Veteran or who delivered it, but rather the manner of excellence with which the service was delivered to the Veteran.

#### **D. Disbursement of incentive award funds.**

- 1. The State's narrative must identify the entity within the State that will administer funds, and should identify cash and/or non-cash award items representing the total amount of designated funding and during which FY quarters these awards will be made.**
- 2. If monetary awards are not given, the narrative should explain the rationale and what other forms of recognition will be used and the related costs, such as items of merchandise of equivalent cost or value.**

The Department of Workforce Services will administer the funds.

### **III. Disabled Veterans' Outreach Program**

#### **A. Identify and describe the duties the State assigns to DVOP specialists.**

- 1. These duties may be enumerated in the State's narrative, the service categories may be listed, or the narrative may simply refer to the applicable Veterans' Program Letter (Refer to Veterans' Program Letter 11-02, dated September 16, 2002 or the most current Veterans' Program Letter on this subject).**
- 2. The narrative should identify the planned number of half time and full-time positions assigned and indicate the cost per position based upon Grant Budget Worksheets.**

#### **Employment Exchange Services**

Provide and facilitate a full range of employment and training services to veterans, with the primary focus of meeting the needs of those who are unable to obtain employment through core services. Responsibilities may include the following:

Conducts or refer veterans to job search assistance workshops.

Provide job development and job referral services.

Provide vocational resources information.  
Provide labor market information (LMI).

Provide appropriate referrals to external training and supportive services.

Conducts workshops to transitioning military personnel through the facilitation of the Transition Assistance Program (TAP), in areas where available.

Make referral to appropriate community resources.  
Determine if veteran should move into intensive training services.

#### Outreach (Time spend doing outreach will be 20% of their time)

Conduct outreach activities with the purpose of locating candidates who could benefit from intensive services and market these services to potential customers in programs and places such as the following:

Vocational Rehabilitation and Employment (Federal) (VR&E); Homeless Veterans Reintegration Project (HVRP); Department of Veterans Affairs (VA) Hospitals and Vet Centers; Homeless shelters; Civic and service organizations; Partners through the Workforce Investment Act (WIA); State Vocational Rehabilitation Agencies; and Other service providers.

#### Intensive Services

Provide and document intensive services to veterans using current case management system (UWORKS). These services may include any combination of the following services.

Provide and conduct assessment (formal and informal on an ongoing basis).

Develop, negotiate, and document an employment plan.

Provide and conduct career guidance.

Coordinate supportive services in consultation with Eligibility Specialist(s).

Coordinate other support services.

Provide and conduct job development contacts.

Refer to appropriate jobs.

Determine eligibility and appropriateness for training services and make referrals.

Follow rules, policy and procedures established by DWS.

The State is planning to have eight full time DVOP staff and the average cost per position is \$65,035.00.

**B. Describe the State's strategy for integrating DVOP specialists into the workforce system to provide intensive services and identify the veterans they will serve.**

- 1. The State's narrative should indicate how the DVOP specialists assigned to One-Stop Centers are integrated into the One-Stop service delivery system.**
- 2. The State must verify in their narrative that DVOP specialists are primarily assigned to assist the needs of disabled veterans and those veterans and eligible persons who require intensive services in order to obtain and retain employment.**
- 3. The narrative should address how DVOP specialists will work with veterans enrolled in the VA's Chapter 31 program.**
- 4. The narrative should explain how the services of DVOP specialists, One-Stop or Workforce Investment Act partners and employability development specialists are made available to eligible veterans to improve their ability to successfully compete in local labor markets.**

DVOP staff is assigned to each Employment Center (One Stop). In the absence of LVER staff at the EC, DVOPs shall keep One-Stop service delivery system staff informed of the veterans' services and priority of service. DVOP staff are responsible to work with disabled veterans and those veterans who are in need of intensive services in order to obtain and retain employment. DVOP staff case manage customers referred by Veteran Rehabilitation and Employment, veterans eligible for WIA services, veterans receiving Food Stamps, veterans receiving Financial Assistance, and General Assistance. DVOP staff are responsible for conducting assessments, developing employment plans, referring or conducting job search workshops for the above-mentioned veterans customers. The above-mentioned group of veterans are those with the greatest needs as this group of veterans are the most economically and educationally disadvantaged.

The Department of Workforce Services (DWS) and Veterans Rehabilitation and Employment (VR&E) have established the following referral process:

**Central Point of Contact:** A DVOP is assigned as the Central Point of Contact (CPC) at the VR&E office. The DVOP will be at the VR&E office on Tuesdays and Thursdays (16 hours). He will work an additional 4 hours per week at the office in Tooele, doing follow-up with the Local Veterans' Employment Representative or Disabled Veteran Outreach Program (LVER/DVOP) staff on Chapter 31 referrals. Follow-up activities will include: determining DVOP/LVER



and DWS involvement with the veteran, work status of the veteran, enrollment of the veteran in UWORKS, outcome of job referrals, etc

**Orientation Day Procedures:** The DVOP will participate in orientation presentations to veterans and explain the role of the Utah Department of Workforce Services in serving Chapter 31 veterans and what services are available through DWS. The DVOP will provide DWS information materials to the veterans. As much as possible, the DVOP will provide Labor Market Information (LMI) to veteran customers during the VR&E orientation day.

The DVOP will be the DWS representative to provide a full array of DWS services while at the VR&E office, including job development and job placement, to those Chapter 31 program participants whose most convenient contact with DWS will be at the Salt Lake VA Regional Office.

**Method of Operations:** The following constitute the method of operations between DWS and VA VR&E programs for those Chapter 31 program participants who have been referred for **job placement / job development services (Case Management)**.

1. One hundred and twenty (120) days prior to Chapter 31 participant finishing training he/she will be referred to the DVOP staff.
2. The VR&E counselor via email will make the referral with a courtesy copy to CPC.
3. VR&E counselor will provide **Name, Address, Phone Number, and Social Security Number** at time of referral.
4. CPC will keep a log for follow-up purposes.
5. LVER/DVOP staff will contact Chapter 31 veteran within seven (7) days of the referral and offer the following case management services as appropriate:
  - a. Registration for work (Form 61).
  - b. Job seeking skills workshops.
  - c. Resume assistance.
  - d. Employability Plans.
  - e. Job referrals.
  - f. Follow up.
  - g. Enrollment in Chapter 31.
6. The DVOP staff will notify the referring VR&E staff member by email the day the veteran shows for the initial appointment. If the veteran does not respond to the referral, the DVOP staff will likewise notify the VA. The DVOP must make at least **three contacts** (phone calls, letters, etc.) before reporting that the veteran did not respond.
7. If any problems are encountered concerning the veterans' disability, motivation or any other barriers to employment, the CPC will notify the VA Vocational Rehabilitation Counselor.

8. DVOP contact with the Chapter 31 participant will occur at least once every two weeks. All services and contacts to be narrated/reported in UWORKS.
9. DVOP staff may attend, whenever available, the counseling sessions at the various schools and provide additional Vocational/ Labor market Information as needed.
10. Feedback must be provided to VR&E regarding services and any developments with participants as requested by CPC or as necessary to keep VR&E informed.
11. DVOP staff **will not** terminate a Chapter 31 participant without the VR&E's counselor knowledge and/or agreement. Accordingly, VR&E will notify the appropriate DVOP of Chapter 31 program actions affecting the closure of the veteran's case from active status.

Each veteran (including the groups identified for special consideration such as service connected disabled veterans, transitioning services members, economically and educationally disadvantaged veterans) will be identified at the initial point of contact and routed to the best resource to provide the needed services.

### **C. Veterans requiring intensive services, as defined by the Workforce Investment Act**

- 1. How veterans needing intensive services will be identified and assessed;**
- 2. How veterans will be referred to or assigned to DVOP specialists;**
- 3. How DVOP specialists will facilitate the provision of direct services to veterans.**

Veterans requiring intensive services may be identified many different ways. They may be identified during the work application process, they may come into the Employment Center looking for supportive services, and a partner may refer them to the DVOP. Each veteran (including the groups identified for special consideration such as service connected disabled veterans, transitioning services members and economically and educationally disadvantaged veterans) will be identified at the initial point of contact and routed to the best resource to provide the needed services. This will ensure that all staff within the employment center will be part of the team providing services to veterans and only those veterans that are in most need will be referred to the LVERs and DVOPs.

One other tool that we use to identify veterans that need intensive services is the Veteran Report in UWORKS. Two of the items in the report are referrals to jobs and placements. If we see a lot of referrals with no placements this gives the DVOP an indication of needs for more intensive intervention.

**D. Describe the State's procedures that ensure, to the maximum extent possible, a thorough and complete search is made to locate and hire qualified veterans for DVOP positions, and that State Workforce Agencies' hiring preference policies for DVOP specialists reflect the following order of priority: Qualified service-connected disabled veterans; 2. Qualified eligible veterans; and 3. Qualified eligible persons.**

- 1. The State's narrative should describe the process used to fill vacancies, within and outside the agency as applicable, indicating how preference over other candidates is applied for any vacant DVOP positions, and describing efforts made to recruit qualified service-connected disabled veterans.**
- 2. The narrative should indicate how vacancy announcements are broadly distributed throughout all areas of the State and within commuting areas to the State, using electronic and print media, and in coordination with the federal agencies, veterans' service organizations, and other stakeholders.**

Every job opening with the Utah Department of Workforce Services, including Disabled Veterans Outreach Program Specialist, is listed on the State of Utah, Department of Human Resources Management Job Bulletin. This bulletin is available through the Internet to everyone. Utah's job match system, UWORKS can be used to search for candidates. If no veterans are found DWS will use additional resources including the mass media to find qualified veterans.

All DWS job announcements for DVOP vacancies read as follows, "Applicants must be veterans. Preference shall be accorded first to qualified service-connected disabled veterans; then to qualified eligible veterans; then to qualified eligible persons". The job announcements are disseminated Statewide. Personnel staff ensures that LVER/DVOP staff is aware of job openings. VR&E staff is made aware of announcements in order to recruit disabled veterans.

#### **IV. Local Veterans' Employment Representatives**

##### **A. Duties assigned to the LVER position.**

- 1. The State's narrative should indicate how the State will use LVER and other trained and available staff to provide services and coordinate employer outreach as described in Veterans' Program Letter 11-02 or the most current Veterans' Program Letter.**
- 2. The narrative should indicate how vacancy announcements are broadly distributed throughout all areas of the State and within commuting areas to the State, using electronic and print media, and in coordination with the federal agencies, veterans' service organizations, and other stakeholders.**

##### **Capacity Building of Other Services Providers**

1. Ensure that veterans are provided the range of employment exchange services needed to meet their employment and training needs. Work with internal and

external providers, such as Employment Counselors, Eligibility Specialists, State Vocational Rehabilitation, Bureau of Apprenticeship and Training, to develop their capacity to recognize, and respond to these needs. Responsibilities may include the following activities:

Train other staff and service delivery system partners to enhance their knowledge of veterans' employment, benefits, and resources.

Promote veterans' as a category of job seekers in the workforce development system that have highly marketable skills and experience.

#### Advocacy for Veterans' Employment and Training

On behalf of veterans, advocates for employment and training opportunities with business and industry, and community-based organizations. Responsibilities may include the following:

Plan and participate in job fairs to promote services to veterans.

Work with unions, worksite learning programs, (OJT, apprenticeships, internships), and business community to promote employment and training opportunities for veterans.

Promote credentialing and other certification opportunities for veterans with training providers and credentialing Entities.

#### Business Services / Job Development

Establish, maintain, or facilitate regular contact with employers to develop employment and training opportunities for the benefit of veterans. Responsibilities may include the following activities:

Develop business services contact plan for the Employment Center (E.C.), to include identified federal contractors (FCJL).

Coordinate with DWS Business Consultants to facilitate and promote opportunities for veterans seeking jobs.

Contact employers to develop jobs for specific veteran customers.

#### Employment Exchange Services

Provide or facilitate a full range of employment exchange services, as appropriate, to meet the needs of newly separated and other veterans in the workforce development system. Responsibilities for employment exchange services may include, but are not limited to the following activities:

Conduct or refer veterans to job search assistance workshops.

Provide job development and job referral services.

Provide vocational resources information.

Provide labor market information (LMI).

Provide appropriate referrals to external training and supportive services.

Conducts workshops to transitioning military personnel through the facilitation of the Transition Assistance Program (TAP), in areas where available.

Make referral to appropriate community resources.

Determine if veteran should move into intensive training services.

#### Reporting

Provide quarterly reports to the individual responsible for managing the Employment Center to which the LVER has been assigned, and, through the appropriate State agency channels, to the State Director of Veterans Employment and Training (DVET). Reports should include:

Compliance with State policies on services to veterans.

Accomplishments in meeting the State's performance standards for services provided.

Provide success stories.

Follow reporting procedures and format of report as established by DVET.

The State is planning to have seven half time and four full-time positions and the average cost per position is \$62,495.00.

**Note: It is understood that certain situations may arise in which a DVOP responsibility may need to be undertaken by an LVER and vice versa. For example, a veteran who attends a local Employment Center and needs intensive services should receive intensive services from an LVER in the absence of available DVOP staff.**

**B. Discuss how the State ensures that the required quarterly Manager's Report on Services to Veterans, for which the LVER is administratively responsible, is**

submitted for each State-defined local workforce investment area as per Veterans' Program Letter 09-03, dated June 9, 2003, or the most current Veterans' Program Letter.

**1. The State's narrative should describe their procedures to ensure the required report is accurate, complete and submitted in a timely manner to the manager of the work location, the appropriate State authorities and the Director for Veterans' Employment and Training.**

The Managers Report on Services to Veterans is submitted to the DVET at the end of every quarter (not later than 45 days after the end of the quarter). The DVET keeps track of the areas in the State that should be submitting reports. The DVET sends E-Mail messages to those that have not send their reports.

**E. Describe the procedures used that ensures, to the maximum extent possible, a thorough and complete search is made to locate and hire qualified veterans for LVER positions, and that State Workforce Agencies' hiring preference policies for LVER staff reflect the following order of priority Qualified service-connected disabled veterans; 2. Qualified eligible veterans; and 3. Qualified eligible persons.**

**1. The State's narrative should describe the process used to fill vacancies, indicating how qualified disabled veterans are given preference over other candidates for any vacant LVER position, and describing efforts made to recruit qualified service-connected disabled veterans.**

Every job opening with the Utah Department of Workforce Services, including Local Veterans Employment Representatives is listed on the State of Utah, Department of Human Resources Management Job Bulletin. This bulletin is available through the inter-net to everyone. Utah's job match system, UWORKS can be used to search for candidates. If no veterans are found DWS will use additional resources including the mass media to find qualified veterans.

**2. The narrative should indicate how vacancy announcements are broadly distributed throughout all areas of the State and within commuting areas to the State, using electronic and print media, and in coordination with the Department of Veterans Affairs, veterans' service organizations, and other stakeholders.**

All DWS job announcements for LVER vacancies read as follows, "Applicants must be veterans. Preference shall be accorded first to qualified service-connected disabled veterans; then to qualified eligible veterans; then to qualified eligible persons". The job announcements are disseminated Statewide. Personnel staff

ensures that LVER/DVOP staff is aware of job openings. VR&E staff is made aware of announcements in order to recruit disabled veterans.

## **V. Transition Assistance Program (TAP) Workshops**

### **A. Involvement of DVOP specialists, LVER staff, or other State Workforce Agency Staff in the delivery of facilitated services at the Transition Assistance Program workshops.**

**1. The State's narrative should describe the procedures it will follow to ensure that DVOP specialists, LVER staff or other State Workforce Agency staff members serve as labor market experts in providing information to transitioning service members and their spouses.**

**2. The State must confirm that the selected personnel who facilitate Transition Assistance Program workshops have received the required training through the National Veterans' Training Institute. Individuals who have not attended Transition Assistance Program facilitator training must complete the training prior to conducting workshops.**

Utah has only one TAP site. Since late 1991 we have held TAP classes at Hill Air Force Base, Family Support Center. Since the start of the program there has been a continued effort to make the program the very best. Every module is custom designed to help each student become employed. The content of the program has been continually improved. The Utah Department of Workforce Services has some of the best computer networks. This, combined with the Labor Market Information section, has resulted in the very best information available to each TAP student on the labor market and employment trends of the future.

When we recruit for new LVER and DVOP staff in the Northern Region one of the considerations is whether the candidates may be good instructors. Next we look for a commitment to serve veterans. We have some the best employees giving the TAP classes. We always have at least two staff in the classroom to insure that every student gets individual help.

To further ensure a quality program the Utah Department of Workforce Services uses two LVERs and two DVOPs as facilitators. Following are the names and dates of attendance to NVTI, TAP training:

Mike Bowker	6/14/99
Dee Fletcher	7/16/01
Steven Hadley	7/13/98

Each of these staff has a personal commitment to make TAP the very best. All of these staff have experience as trainers in the United States Air Force.

**B. Provision of Transition Assistance Program services.**

- 1. The State's narrative should describe the process it will follow in the provision of Transition Assistance Program services. Specifically, the narrative should indicate how the State intends to use DVOP specialists, LVER staff or other State Workforce Agency staff.**
- 2. The narrative must provide additional planning information, e.g., cost estimates - in accordance with the applicable Veterans Program Letter; a full listing of all Transition Assistance Program sites within the State (see Enclosure 7), the number of desired workshops each site is requesting and the number, by site, the State plans to facilitate.**

Since day one there has been an excellent relationship between the staff at the Family Support Center and the TAP facilitators from the Department of Workforce Services. As stated above, we use two of the LVER and DVOP staff for each day of the workshop. We supplement this with resources from the community and services providers. Employers are an essential part of the mix. We have a long list of employers that are available to make presentations.

This year we will give 28 workshops at Hill Air Force Base. The attached budget reflects the cost of the program (\$20,475). Although we have at least two staff in each workshop session the budget is for one staff. On the final day of the training we have two staff providing one-on-one interviews to let the students get hands on experience in job interviews. We also encourage follow up in the local Employment Centers. Our newest innovation is each student gets a three ring binder for his or her career catalog. So everything they need to apply for employment is in one place.

**VI. Special Initiative Programs:**

- A. Demonstrate and describe the scope and assignment of costs (DVOP, LVER or other) of the program;**
- B. Provide an understanding of the need for the proposed services and planned activities; and,**
- C. Indicate the expected quantifiable outcomes of the proposal.**

**Note: States are eligible to be considered for funding of a Special Initiative. Approval is dependent upon the above-mentioned criteria and the availability of additional funding.**



## Assurances and Certification Signature Page

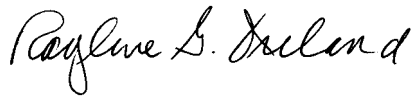
The Department of Labor will not award a grant or agreement where the grantee/recipient has failed to accept the ASSURANCES AND CERTIFICATIONS contained in this section. By signing and returning this signature page, the grantee/recipient is providing the certifications set forth below:

- A. Assurances - Non-Construction Programs
- B. Certifications Regarding Lobbying, Debarment, Suspension, and Other Responsibility Matters and Drug-Free/Tobacco-Free Workplace Requirements.
- C. Certification of Release of Information

Applicant Name and Legal Address:

Department of Workforce Services  
140 East 300 South  
Salt Lake City, Utah 84111

If there is any reason why one of the assurances or certifications listed cannot be signed, please explain. Applicant need only submit and return this signature page with the grant application. All other instructions shall be kept on file by the applicant.



Executive Director

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**SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL**

**TITLE**

Department of Workforce Services

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APPLICANT ORGANIZATION

DATE SUBMITTED

**Please Note: This signature page and any pertinent attachments that may be required by these assurances and certifications shall be attached to the applicant's Cost Proposal.**

**Utah Department of Workforce Services  
Staff Directory**

<b>Office Location</b>	<b>LVER</b>	<b>DVOP</b>
Cedar City Employment Center 176 East 2 <sup>nd</sup> North Cedar City, Utah 84720	.5	
Richfield Employment Center 115 East 100 South Richfield, Utah 84701	.5	
St. George Employment Center 162 North 400 East St. George, Utah 84770	.5	
Moab Employment Center 457 West Kane Creek Blvd. Moab, Utah 84552	.5	
Price Employment Center 475 West Price River Dr. #256 Price, Utah 84 501	.5	
Vernal Employment Center 1050 West Market Dr. Vernal, Utah 84078	.5	
Provo Employment Center 1550 North 200 West Provo, Utah 84604		1
Mountainland Regional Office 150 East Center Street, Suite 4120 Provo, Utah 84606	1	
Midvale Employment Center 7292 South State Street Midvale, Utah 84047		1
S.L. Downtown Employment Center 158 South 200 West	1	

Salt Lake City, Utah 84101

S.L. Metro Employment Center	1
720 South 200 East	
Salt Lake City, Utah 84111	

S.L. So. County Employment Center	1
5735 South Redwood Road	
Salt Lake City, Utah 84123	

Tooele Employment Center	1
305 North Main Street	
Tooele, Utah 84074	

West Valley Employment Center	1
2720 South 5600 West Suite A	
West Valley City, Utah 84120	

Clearfield Employment Center	1	1
1290 East 1450 South		
Clearfield, Utah 84015		

Ogden South Employment Center	1	1
480 27 <sup>th</sup> Street		
Ogden, Utah 84409		

Logan Central Employment Center	.5
446 North 1 <sup>st</sup> West	
Logan, Utah 84321	

NOTES:

The .5 LVER staff housed at the Cedar City EC also provides services in the Beaver and Panguitch areas.  
 The .5 LVER staff housed at the Richfield EC also provides services in the Fillmore, Delta, Nephi, Loa, Manti, and Junction, areas.

The .5 LVER staff housed at the St. George EC also provides services in the Kanab area.

The .5 LVER staff housed at the Moab EC also provides services in the Monticello and Blanding areas.

The .5 LVER staff housed at the Price EC also provides services in the Castle Dale area

The .5 LVER staff in housed at the Vernal EC also provides services in the Roosevelt area.

The LVER staff housed at the Provo EC will work with Workforce Development Team and The DVOP will provide services to American Fork, Payson, Heber, and Park City areas.

The LVER staff housed at the S.L. Downtown EC will be responsible to spend time in each EC in the Salt lake area in order to become familiar with pathways and performance issues and to provide quarterly to the Office managers and the DVET.

The DVOP staff housed at the S.L. Metro EC also provides services to the Downtown EC area.

The DVOP staff housed at the Tooele EC will spend half of his time at the Veteran Rehabilitation and Employment providing services to disabled veterans.

The two LVER staff housed at the Clearfield EC and the two DVOP staff housed at the Ogden EC provide TAP.

The .5 LVER staff housed at the Logan EC also provides services to the Brigham City area.